



Army's diversity fosters unity

By Col. Steven Corbett
Warrior Forge Commander

One of the greatest aspects of Warrior Forge is the tremendous diversity of our cadets. Not only do they come from every corner of America, they come from every corner of the world, as do our Soldiers in America's Army.



Corbett

Every year at Warrior Forge, I learn the unique stories of our cadets. This year we have had a cadet from the Sudan, who enlisted after 9/11 to serve his new country. We have cadets from Kuwait, Vietnam, Cambodia, Bosnia – all places where American "Boots on the Ground" have served. These cadets and their families have sought out America as a refuge, as a home, and as a homeland. We are truly a Nation of Immigrants, our land has been built by hands of many colors, and the Oath of citizenship has been spoken in countless accents.

In every regiment at Warrior Forge, about one in every five cadets was born outside the United States, or they have a parent who is foreign-born. This is a stunning statistic. These young men and women are pursuing a dream of both serving their new nation, and of leading the Sons and Daughters of America.

My mother was 15 years old when she emigrated to the United States. In her homeland, the military was an internal instrument of the government, responsible for internal police functions. She has frequently told me the story of that Army manning checkpoints and emplacing machine guns around polling places to "convince" voters to vote for the existing government. People voted by walking through one of two doors: the door marked "For the Government" resulted in rewards of cash or food baskets. Those who entered the door marked "For the Opposition" were oftentimes loaded into trucks and taken to prison – simply for voting against the government.

America has her faults, and our struggle for true democracy will never completely end as we evolve as a nation. But, I know what our "immigrant cadets" know: we are trying hard to truly be a beacon for the world, and people all across the world are drawn to this beacon as moths to a flame.

E Pluribus Unum... "Out of Many, One"

Letters from young people, From America Supports You,
<http://www.americasupportsyou.mil>

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"Dear troops: Thank you so much for protecting us. It is hard to leave your life and family behind to fight for Americans. I appreciate it very much. You all deserve more than this email and I am sorry that I can't give it to you."

Leah Mahwah, N.J.

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"Dear troops: Thank you so much for helping our country be a better place. I look up to all of you and now that I see all of you helping us out I want to help you out. I just wanted to let you know that I'm thankful for everything you all are doing."

Nicole Shelby, Mich.

Able leaders emerge from the ranks of able followers

By Sgt. Major Steven Lamb
Warrior Forge Deputy Command Sgt. Major

It quickly becomes evident to cadets attending the Leader Development and Assessment Course that there is more going on at LDAC than just leadership assessment. There is also a great deal of *followership* development and assessment going on.

Army organizations at all levels are successful or not based on how well their leaders lead, but also on the basis of how well their followers follow. We recognize that followership is important, but what exactly is it? What are the characteristics of good followers?

Successful followers inherently understand that individual contributions are valuable and a critical component in the effectiveness of any unit. Successful followers practice "active followership" by taking an active role in their organization. They commit to their unit's mission and their unit's success. Successful followers are motivated and focused.

An article written by Sgt. 1st Class Michael Woodward for the Army magazine *Infantry* in 1975 listed guidelines for followers. He uses the Army's leadership principles as a point of reference and adjusted its contents to apply to the role of the active follower. The list reflects how close followership is to leadership.

His followership principles are as useful and applicable today as they were over 30 years ago when they were first published.

Know yourself and seek self-improvement.

Be technically and tactically proficient.

Comply with orders and initiate appropriate actions in the absence of orders.

Develop a sense of responsibility, and take responsibility for your actions.

Make sound and timely decisions and recommendations.

Set the example for others.

Be familiar with your leader, their job, and anticipate their requirements.

Keep your leaders informed.

Understand the task and ethically accomplish it.

Be a team member – but not a "yes man."

These 10 characteristics represent only some of the areas you can focus on to improve your followership. As you develop your leadership skills, it is important to remember that virtually no one leads all of the time. Leaders frequently function as followers and one of the first steps in becoming a better leader is mastering the concepts of followership.

No one can force you to be a better follower. You must take initiative and work at it. Your true worth as a follower is measured by what you do as a follower when you're tired, when no one is present, and when no one would be the wiser – do you lay on your bunk or under your poncho and rest? Or do you offer to help your leader write an annex to their Operation Order?



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This Army-funded newspaper is an authorized publication for the members of the U.S. Army and the Reserve Officer's Training Corps. Contents of the *Goldbar Leader* and *Warrior Leader* newspapers are not necessarily the official views of, or endorsed by, the U.S. Government or the Department of the Army. The editorial content of this publication is the property of the U.S. Army Cadet Command Western Region Public Affairs Office, and is printed under exclusive written contract in accordance with Army Regulation 360-1. Printed circulation is about 13,500. Submission of stories and photos by Western Region headquarters, ROTC, and JROTC organizations is encouraged. The editor reserves the right to edit all submitted material based on space limitations and command policy. Submissions, letters, and inquiries should be addressed to: HQ Western Region, U.S. Army Cadet Command, ATTN: ATOW-ZP (PAO), Box 339500, Fort Lewis, WA, 98433-9500. Additional contact via phone, fax, and e-mail is acceptable. Voice: (253) 967-7473; Fax: (253) 967-9581; E-mail: jeremy.obryan@us.army.mil.

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